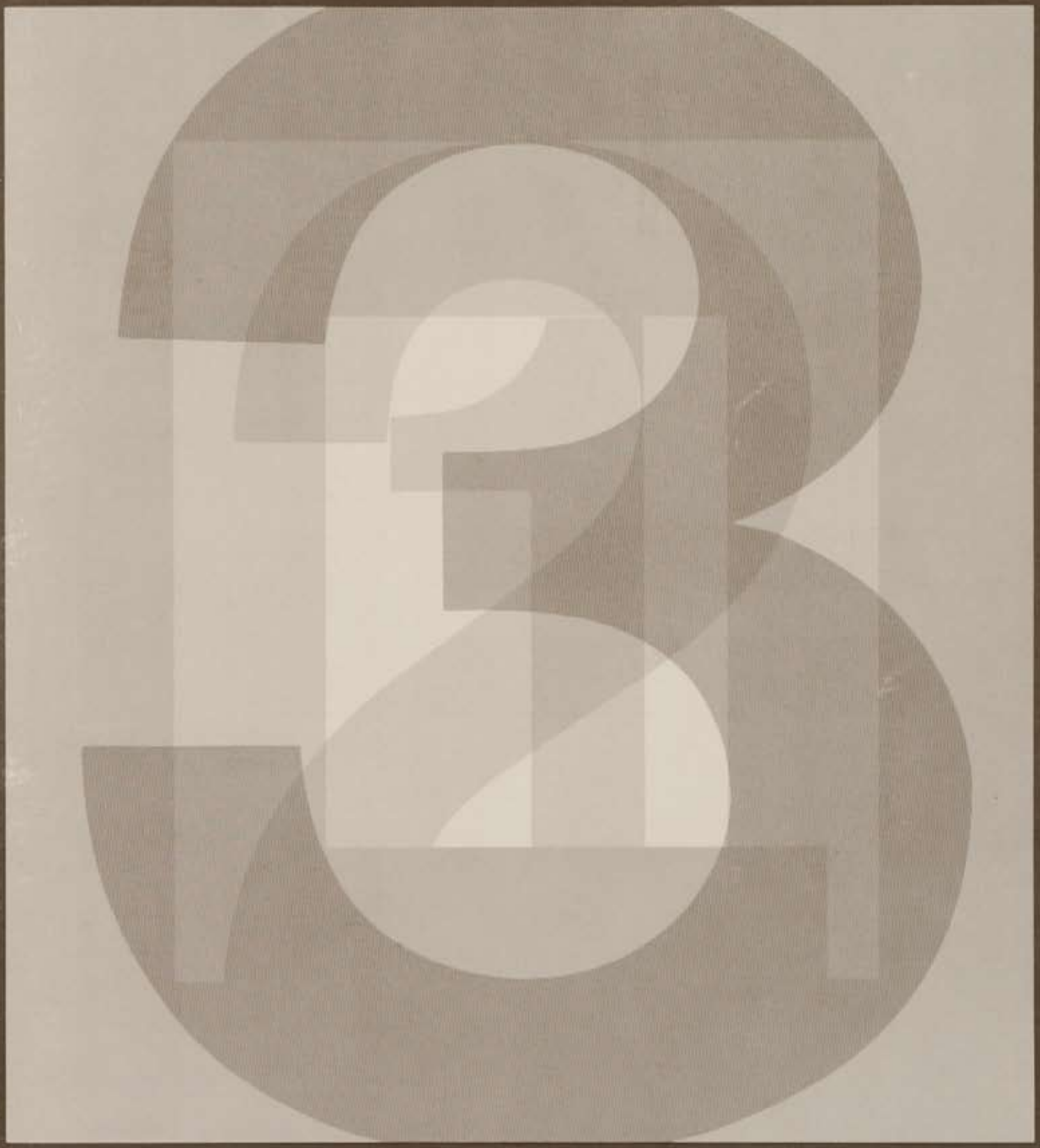
Multi-Disciplined Marketing

How A&P, Helene Curtis, Hardee's, Equitable Life, Amcord and others use a variety of marketing disciplines to increase corporate impact and sales.

Sense 76

A Communications, Marketing and Design Publication of Lippincott & Margulies, Inc.



A Publication of
Lippincott & Margulies, Inc.
Consultants in Communications, Marketing, Design
277 Park Ave., New York, N.Y. 10017
No part of this publication may be reproduced
without written consent.
©Lippincott & Margulies, Inc. 1976

Marketing Multiplicity

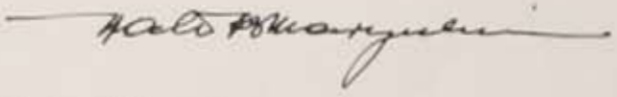
One of the most fascinating aspects of our work in the field of corporate and brand identification is the multiplicity of professional disciplines that must be called upon to assist our clients. As consultants, our charge is to not only provide the necessary communications and marketing disciplines, but to orchestrate their uses toward the optimum solution.

We are often asked at Lippincott & Margulies what kind of company uses our services. Do we have a typical client? In truth, we don't. We can list our work with giant, national and multinational corporations, like U.S. Steel, Chrysler, Uniroyal and Coca-Cola. However, a great amount of our work is with smaller companies, some regional in operation. Here, we work with a broad variety, including financial companies, retailers, fast-food franchisers, package goods companies, manufacturers and service companies.

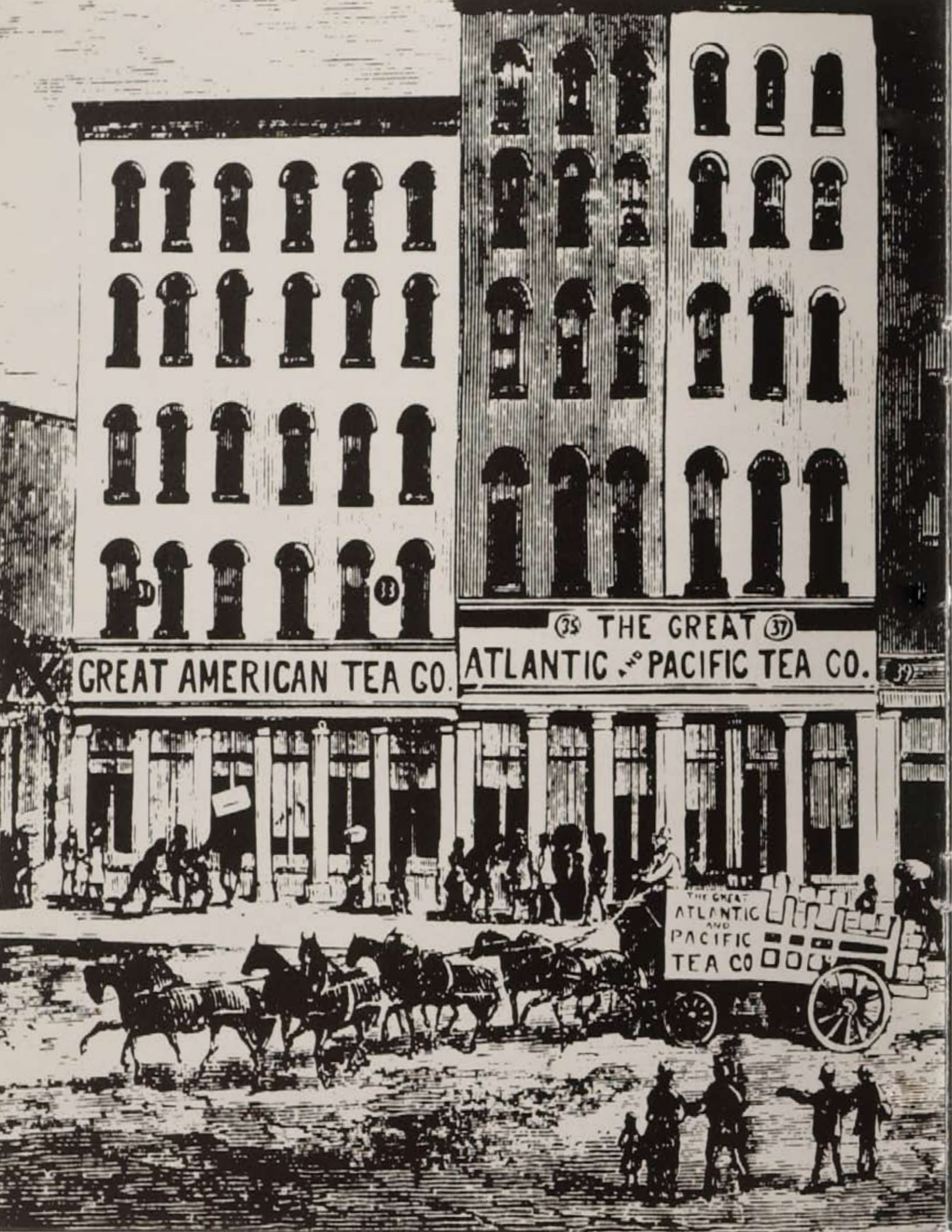
In this issue of Sense we have put together a series of nine case histories, some brief, others more detailed, that demonstrates the breadth of professional disciplines that must be utilized on our projects. The clients represented are, in a way, a disparate group; their selection was made because of the different disciplines involved and the fact that our work with them is fairly recent.

The marketing disciplines provided by us for this group of clients are, if nothing else, varied: *financial communications planning* for Amcord, a diversified manufacturer of cement, steel buildings and leisure products; *environmental marketing design* for Hardee's, a fast-food franchiser with 1,000 restaurants in 34 states; *corporate identification planning* for Humana, an operator of approximately 65 hospitals nationwide; *corporate nomenclature development* for Union First, a Washington, D.C., bank with 20 offices; *brand nomenclature* for Melville Shoe; *a research and marketing program* for TMS Corporation, a leader in the financial field of electronic funds transfer; and, the design of *corporate graphic systems* for the Great Atlantic & Pacific Tea Company and Helene Curtis, manufacturer of grooming and beauty aids. Most of these clients used a combination of disciplines with their projects, each discipline working with the other, complementing and strengthening the final marketing and communications solution.

We do not detail our work with these clients in the hope of hitting, as if by chance, a problem that might be similar to yours. No one problem is the same. Every client is unique. However, we are, above all else, pragmatists at Lippincott & Margulies, and we do feel that we have gathered the experience and expertise over the years to bring about a solution to most marketing and communications problems. As always, we are interested in any comments or observations you might have.



Walter P. Margulies


GREAT AMERICAN TEA CO.
31
33
35 THE GREAT 37
ATLANTIC AND PACIFIC TEA CO.
39
THE GREAT
ATLANTIC
AND
PACIFIC
TEA CO

1

The Great A&P Turnabout
The Revitalization of a Retail Giant

One of the great dramas on the American business scene is to witness an old and famous company launch a vigorous fight to revitalize its declining fortunes—especially when the company happens to be one of the largest in its industry and one of the best-known in the nation.

The Great Atlantic & Pacific Tea Company, founded in the decade before the Civil War, started as a discounter of tea on the docks of New York City and grew to become one of the leading organizations of food distribution in the world.

As the motivating force behind this country's retail food industry, A&P's presence has long been felt in American life. By 1910, for example, the company maintained over 5,000 rural grocery routes, serviced by peddlers driving the famous red, gold and black, horse-drawn wagons seeking out rural customers unable to journey to the company's 400 stores.

Always innovative, A&P introduced its first cash-and-carry "economy stores" just before World War I and set off a growth rate that staggers the mind. In an 18-year period, the company opened nearly 14,000 stores, ending with a grand total of 15,700 units by 1930. During the heyday of this expansion, A&P was opening stores at the rate of 200 to 300 a week. Nothing has been seen like it since.

Two of the many variations of letter symbols (above) used by A&P since the last century.

The Great Depression radically changed the operation of chain stores and pushed the supermarket concept of food shopping to the forefront. Once the idea was seen to work profitably, A&P started shifting its massive store network to the new way, closing small outlets by the thousands and building new, larger self-service ones. These were the forerunners of the supermarkets we know today.

By the late 1960's, the momentum at A&P had been blunted. Sales and profits were not keeping pace with the industry's average. Management decentralized the company; buying and merchandising practices were streamlined; a data processing center was built; and manufacturing facilities were expanded.

However, the fortunes of the giant chain continued to stagnate into the 1970's. By mid-decade a new management team undertook a sweeping reorganization of the company. A monumental building and remodelling program was set in motion that will cost the chain $500,000,000 during the remainder of the seventies.

The new management also commissioned Lippincott & Margulies to analyze the complete marketing and communications need of the company. Assembling a professional project team, Lippincott & Margulies began extensive marketing studies and field surveys throughout the company. Headquarters and regional executives were interviewed. Facilities were inspected in the United States and Canada. Competition was studied. Field personnel were also interviewed. In the end, a complete communications audit was completed by Lippincott & Margulies and findings were presented to management.

One recommendation included in the audit was a redesign of the company's graphic system, elements of which had been in use since the 1880's. As the most visible sign of the company's revitalization program, the new graphic stance created by the Lippincott & Margulies design team retains many traditional features—the red background and the roundness of the letters, among others. The result is a striking new look for A&P, featuring food-related orange and yellow arcs which suggest the movement and modernity characterizing the new A&P.

Once the new graphic look was designed, Lippincott & Margulies went to work creating a complete system of exterior signs for use on all A&P stores. The new look was also adapted for display on A&P's fleet of trucks and other rolling stock.

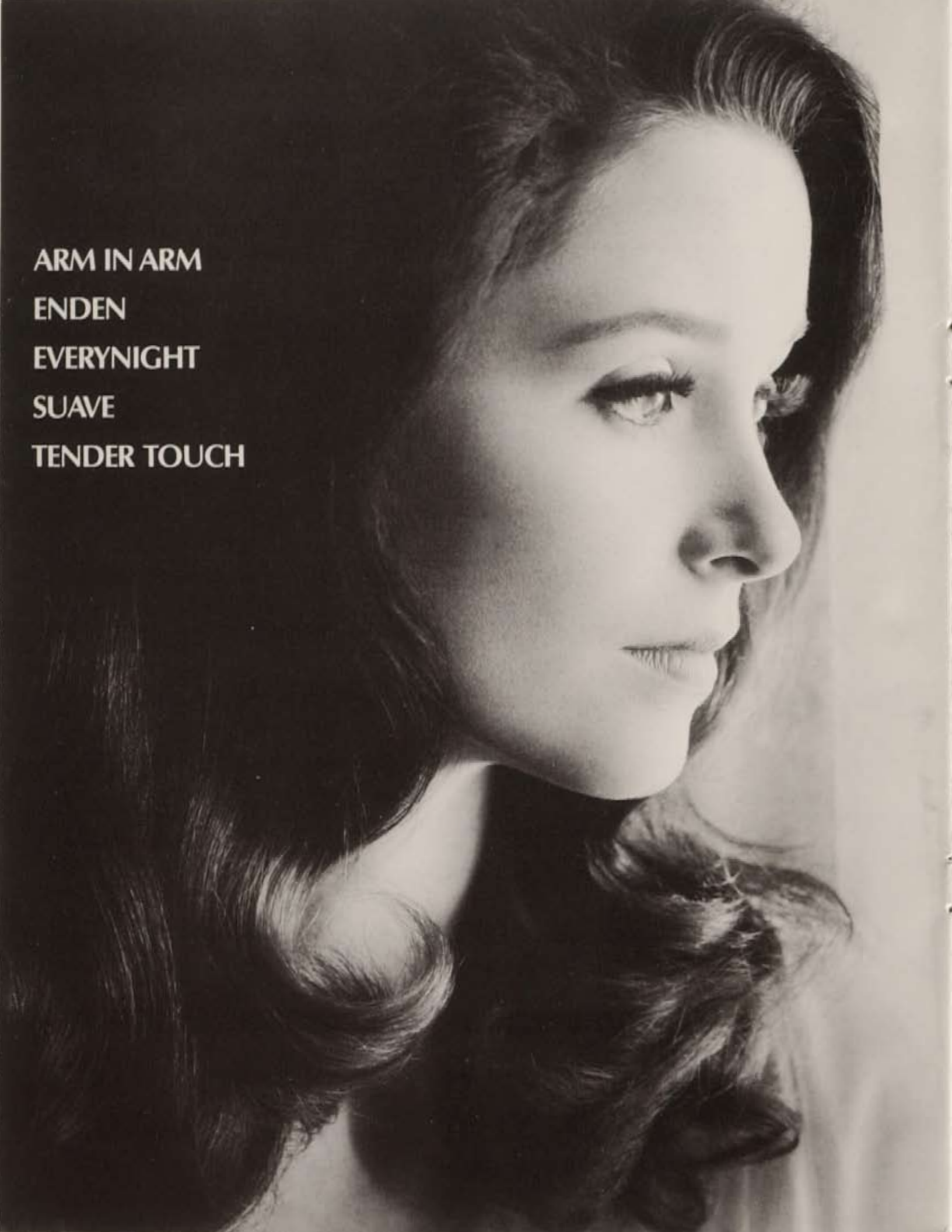
The reorganization, the innovations, and the adaptations of old ways to meet new problems are continuing at The Great Atlantic & Pacific Tea Company. The changes are slowly bringing the company back to the sound practices and steady growth that have long marked its history. As marketing, communications and design consultants, Lippincott & Margulies is proud of its key role in helping accomplish the turnabout.

The Lippincott & Margulies-designed graphic signature for A&P, displayed here as an exterior store sign, retains the traditional red background used by the company over the years, while adding orange and yellow arcs to suggest movement and modernity.

A&P
A&P
VEGETABLES
WHOLE KERNEL CORN
IONA PEAS
GREEN BEANS
TROPICANA
ORANGE
JUICE
½ GALLON
75¢
FIRM RIPE
BANANAS
19¢ LB
A&P YELLOW CLING
PEACHES
49¢

HOLD
A&P

Signs, uniforms, shoulder patches, shopping bags and identification badges are just a few of the communications elements that use the new A&P graphic system throughout the store.


ARM IN ARM
ENDEN
EVERYNIGHT
SUAVE
TENDER TOUCH

2

Lippincott & Margulies has worked with Helene Curtis in a variety of marketing and communications areas, including packaging and graphic systems. Over the years, the famous Helene Curtis name has appeared in a variety of styles and graphic signatures. We were asked to investigate the effectiveness of the company's graphic presentation with product packaging, advertising, and other corporate communications. Subsequent studies showed that a single signature used with a graphic system for all Helene Curtis requirements would considerably heighten recognition of the company's products with customers. The graphic system designed by Lippincott & Margulies gives Helene Curtis a clear, distinctive look that reflects the contemporary character of this leading manufacturer of grooming aids and beauty supplies.

3

A new brand name and graphic signature were needed by the Meldisco Division, Melville Shoe Company, for its line of sneakers sold in K Mart stores throughout the United States. Lippincott & Margulies was given the assignment. Market studies were conducted, competition studied and sales criteria established. A short, memorable name was required, one that would connote action and could be used for sneaker styles sold to all age groups, from toddlers through adults. Several hundred name candidates were developed by Lippincott & Margulies before the final selection—Trax—was made and a distinctive graphic signature designed. The Trax line of sneakers has proven highly successful in the marketplace, generating consistent sales for Melville Shoe.

4

A new corporate symbol was required by Equitable Life Insurance Company, a firm selling over $200 million a year in coverage, which was leaving its long-time headquarters location in Washington, D.C., to relocate in Virginia. Lippincott & Margulies developed an E-related abstract symbol that is used also by the parent corporation, Equitable General, and a subsidiary, First Elico Corporation. The symbol effectively serves as a linking element between the three entities. As part of the insurance carrier's new graphic look, Lippincott & Margulies also created a clearer, more contemporary design for the firm's insurance policies.

5

Humana

Humana Inc. is a growing company in a threshold industry: the building and managing of hospitals to provide top-rated medical services. As an investor-owned, private corporation, Humana is proving that aggressive management, sound fiscal control and high employee productivity can produce excellent hospitals operated at a profit.

Lippincott & Margulies' role in Humana's success began with a comprehensive investigation of the company's communications practices and impact among key audiences. Particularly important to Humana were the financial community, government and regulatory agencies, and the medical field. From this investigation evolved a corporate identification program that served to show Humana as a company of substance that was providing progressive leadership in a vital field.

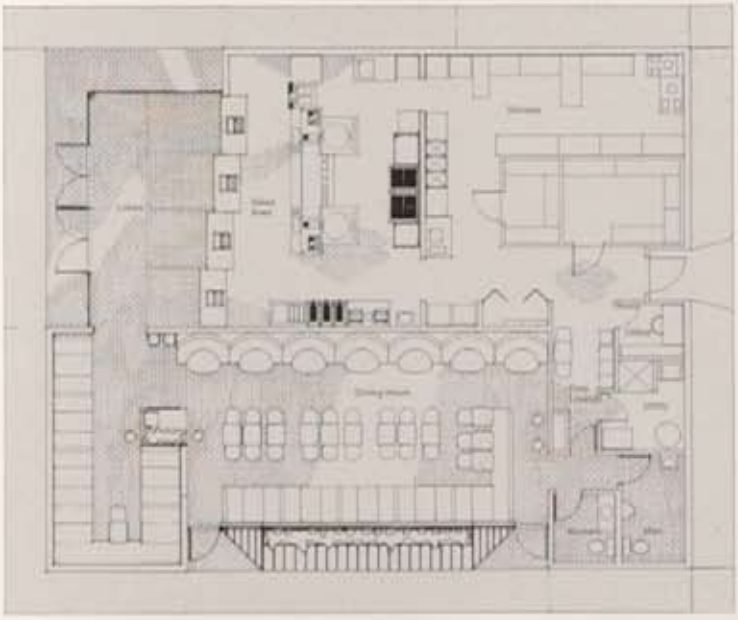
An early recommendation of Lippincott & Margulies was to change the company's name from Extendicare, which signified its former role of providing nursing home services. The new name, Humana, and a Lippincott & Margulies-designed graphic system appropriately identify the company and underscore its business of owning and managing full-service hospitals in 13 states. A program of financial communications planning was also developed to acquaint investors and financial audiences with Humana's corporate strengths and depth of management. Annual reports, management booklets, advertising and other communications were developed to tell the Humana story. Overall, the corporate identification and financial communications programs position Humana as an innovative, profitable corporation that is succeeding in an important, developing industry.

6

Hardee's Food Systems, operator and franchiser of over 1,000 restaurants in 34 states, is a leader in the burgeoning fast-food industry. Total sales for this chain top $180 million a year. To strengthen its contemporary image, Hardee's commissioned Lippincott & Margulies to develop a prototype building with a completely new environmental marketing design. The prototype, which would serve as a model for future Hardee's expansion and the remodelling of existing units, had to be not only attractive to the general public, but to potential investors and franchisees, and it had to prove satisfactory to the strict, local zoning boards across the country.

The project began with a complete communications and design audit conducted by Lippincott & Margulies. All facets of restaurant operations and appearances were investigated—signs, menu presentations, roadside visibility, restaurant surfaces, packaging and paper products, lighting, traffic flow, interior decor, plus overall shape, appearance and style of the complete building. The 12-week-long audit presented recommendations that were the real foundation for the prototype.

Hardee's new building eliminates the highly promotional appearance often found objectionable in the past. It combines the requirements for sales potential, image and cost control, both for new units or the adapting of existing ones. The prototype features a distinctive mansard roof and the Hardee's "floating corner," an orange-surrounded entrance to the sales area. Flexibility in construction materials is a highlight of the prototype, allowing local businessmen to select roof and siding materials that best fit their building site and community standards. Floor-to-ceiling windows allow customers clear visibility into the restaurant lobby;



The new Hardee's building developed by Lippincott & Margulies features the orange-surrounded, "floating corner" entrance and the company's redesigned graphic signature. The floor plan is one of four available for the new building.

Hardee's
Large
Hardee's
French Fries
Hardee's
French Fries
Hardee's
1/4 Pound Deftee
Pre-Cooked Weight
1/ Pound
Hardee's
Hot Cherry Pie
Hardee's
Hot Apple Pie

The retail packaging system designed for Hardee's by Lippincott & Margulies creates a family resemblance for a multitude of products. However, each product is clearly identified to provide high visibility for customers and to eliminate serving errors by employees.

The new Hardee's sign is more visible to passersby and costs less to manufacture than the older sign (below).

another large window area, recessed and outlined in orange, gives visibility into the dining area. The new building's interiors eliminate clutter and heavy use of plastic in favor of natural materials. Serving counters and visible kitchen areas were completely redesigned for convenience and appearance. A completely new retail packaging system was developed. Menu boards were made more illustrative of Hardee's variety of products. Seating arrangements, wall surfaces, lighting and color decor were all integrated into a total, distinctive appearance.

A new Hardee's signature was designed by Lippincott & Margulies for use in all corporate communications, plus building signs. The new signs proved highly successful, since they were found to have greater readability than previous ones, while costing 45 percent less to manufacture. The total size of the sign was reduced by about one-half.

The really telling statistics, however, deal with increased volume at Hardee's restaurants. At one location an older unit was replaced with one using the Lippincott & Margulies design. Volume increased a phenomenal 124 percent. At many other locations across the country remodelled units have posted substantial increases in volume.

Overall, the environmental marketing design created for Hardee's by Lippincott & Margulies results in a building that is complementary to the neighborhood in which it is erected, because there is flexibility in selecting from a wide range of construction material. The needs of local zoning boards and the considerations of investors and franchisees are taken into account. The end result is a highly functional building that meets business and aesthetic requirements.

7

Lippincott & Margulies was called on to create the name and the graphic system for a new bank formed by the merger of the Union Trust Company of the District of Columbia and the First National Bank of Washington. Intensive studies resulted in the retention of the most significant identity elements from each bank to form the new name—Union First National Bank of Washington. The graphic system employs Union 1st in all visual communications of the new bank, which operates 20 branch offices in the Washington area and lists assets of $475 million.

UNION 1ST

Union First National Bank of Washington

8

Amcord

Amcord, Inc. is a diversified manufacturer and marketer of portland cement, pre-engineered metal buildings, above-ground swimming pools and pool accessories, and leisure furniture. Based in Southern California with operations nationwide, it is also the developer of the famous Snowmass recreational community near Aspen, Colorado.

The company was known as American Cement Corporation when Lippincott & Margulies was commissioned to develop a corporate identification program that would reflect the broadening scope of its activities. A diversification program undertaken to offset the cyclical cement business had been well established, but Amcord was not attracting proper public recognition as a growing corporation.

The corporate identification program got underway with an extended period of research and analysis, from which a new name, Amcord, was developed and a distinctive corporate graphic system designed. Also, out of the research and analysis conducted by Lippincott & Margulies came another important recommendation: the establishment of a program of financial communications planning for Amcord.

The rationale for such an investor relations program centered on the fact that the company's expansion into new areas and earlier over-diversification had created a somewhat diffused image among the financial community, and within the media. Investors and analysts did not have a clear idea of Amcord's strengths and potential.

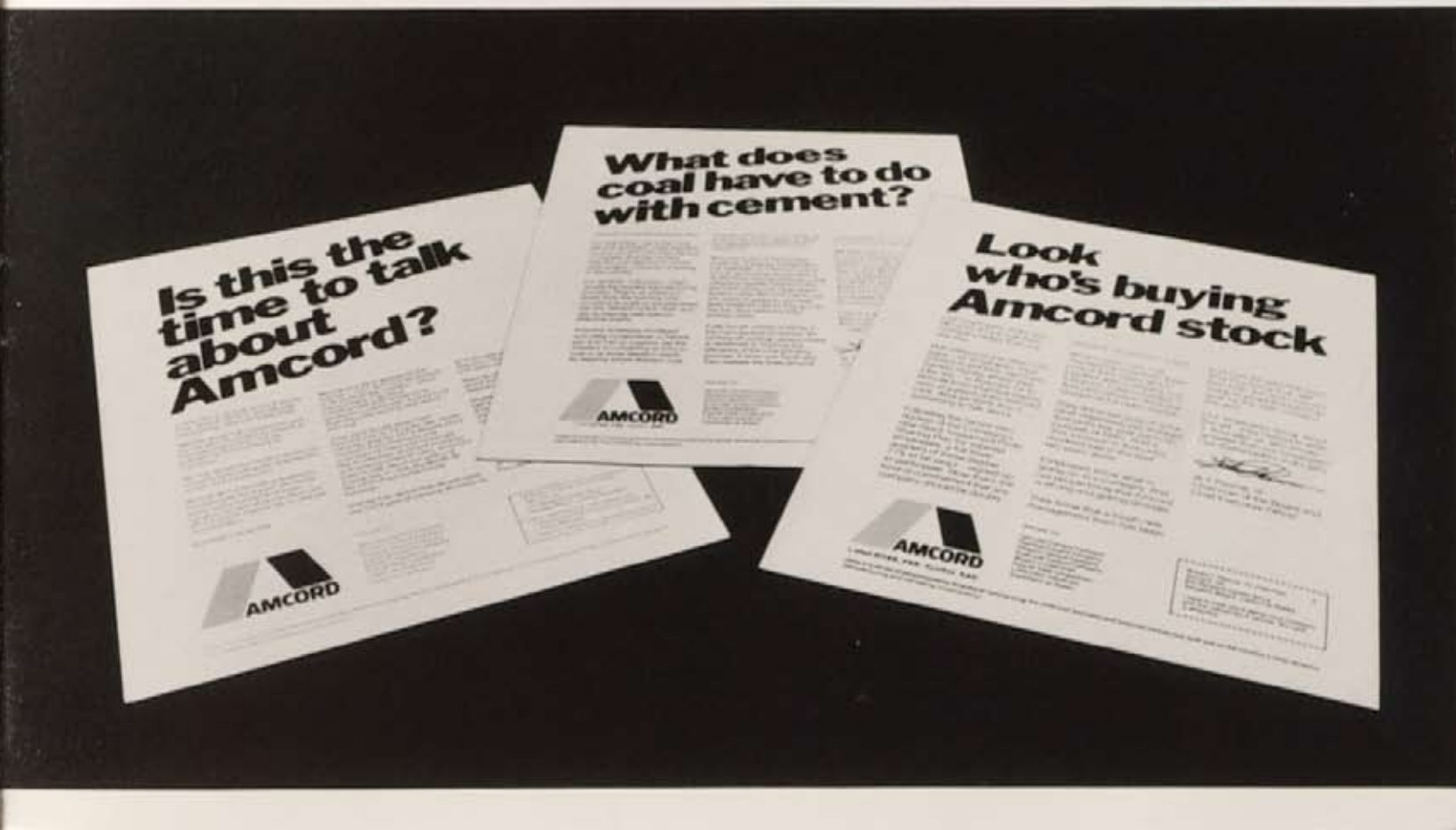
Lippincott & Margulies, with its understanding of Amcord and its management goals, was qualified to set up a program of financial communications planning that would meet several key objectives. First and foremost was communicating the real dimensions of Amcord to primary financial and business audiences. To do this a clear definition of management goals needed to be determined and a select list of target audiences clearly identified. Once the communications plan was underway, a senior corporate-level staff position within Amcord was established to insure implementation of the program through its many phases.

Several specific projects began the program, including special presentations and mailings for employees and financial audiences. An improved system of periodic written communications, quarterly statements and annual reports was developed for both shareholders and investors. A high-impact informational advertising campaign in business and financial publications was produced by Lippincott & Margulies. A series of informative seminars and financial briefings was held by Amcord's chairman, William T. Pascoe, III, in 20 major cities nationwide. This served to bring the Amcord story firsthand to the retail brokerage community, and initiated a long-range investor information program.

The program set up for Amcord by Lippincott & Margulies goes well beyond that which is offered by financial public relations firms, since it makes use of our specialized expertise in corporate identity work; our experience in developing corporate nomenclature systems; and our financially-oriented research capabilities, with emphasis on dealing with both the institutional and retail financial community in New York and key regional financial centers. The result is a successful, and in some ways pioneering, program of financial communications planning that offers Amcord greater investor visibility and recognition in the financial community of the company's strengths and potential.

Amcord Chairman William T. Pascoe, III (top), addresses a financial briefing, one of 20 held across the country during a year's period. The advertisements are part of a special campaign, produced by Lippincott & Margulies, to reach business and financial leaders.

CORD


Is this the time to talk about Amcord?
AMCORD
What does coal have to do with cement?
AMCORD
Look who's buying Amcord stock
AMCORD

9

TMS

The plastic card is fast replacing the pass book in the multi-billion dollar savings and loan industry—and dramatically changing the way people handle, or don't handle, their money.

It's all part of the revolutionary system of electronic funds transfer (EFT) enabling customers armed with a coded plastic card to deposit, withdraw and transfer funds from any location equipped with a remote computer terminal.

The effects on the nation's financial system promise to be immense in the years to come. One of Lippincott & Margulies' clients—First Federal Savings & Loan Association of Lincoln, Nebraska, and its subsidiary, TMS Corporation of Americas—is deeply involved, beginning with its opening of remote computer terminals in two Nebraska supermarkets. TMS is now licensing the operation in several other regions of the country.

With the help of Lippincott & Margulies, a financial marketing package called The Money Service was developed for TMS. The program is more than a financially sound and exciting opportunity, it is a clearly defined marketing system aimed at helping give participating institutions a significant share of the market to be generated by EFT programs.

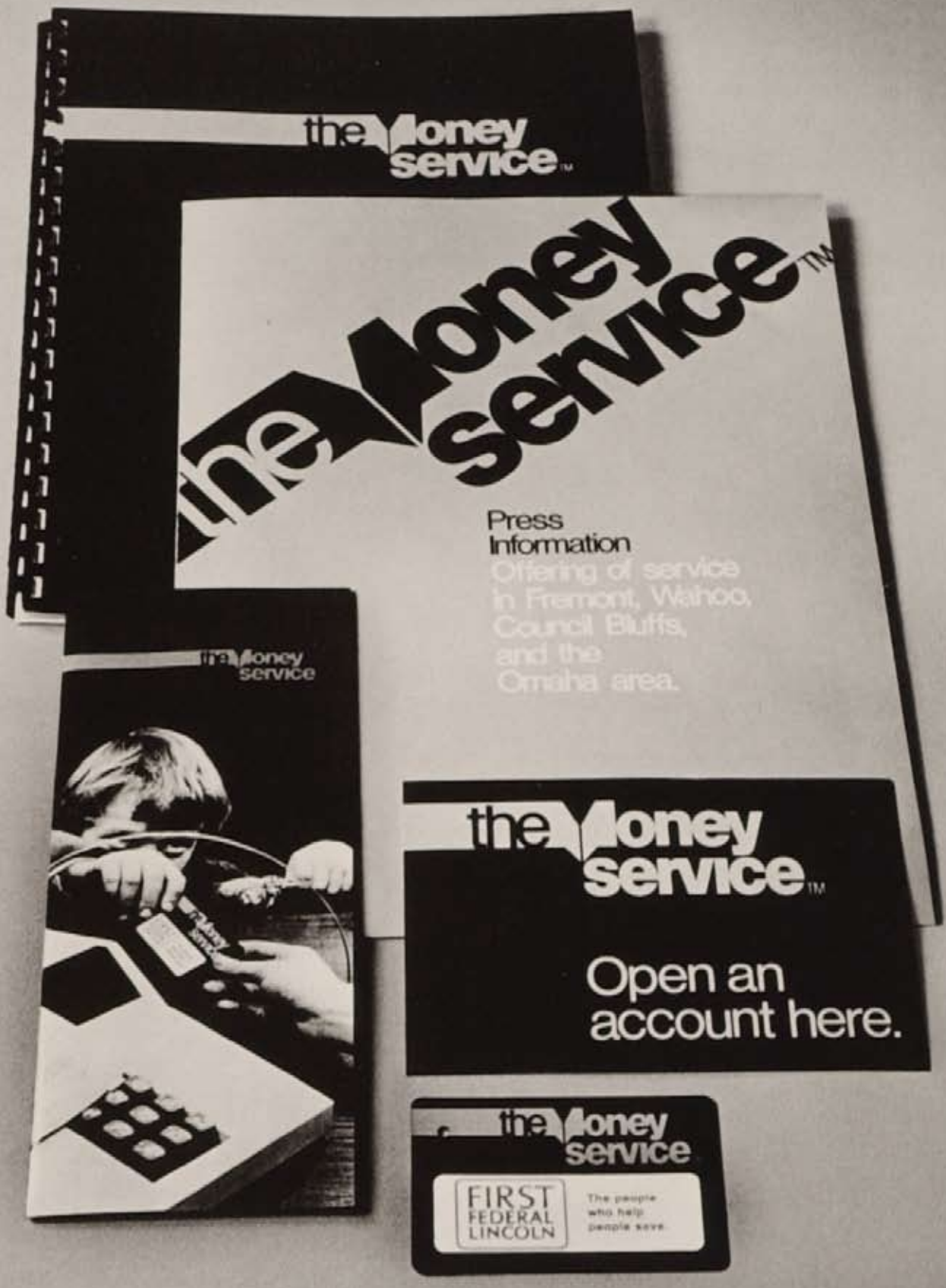
Lippincott & Margulies began its work with TMS by conducting a series of attitudinal surveys among savings and loan executives nationwide to find what other institutions felt about EFT, generally, the competitive stance of TMS's program, and the feasibility of tying in with TMS Corporation. Analysis of the results lead to the development of new marketing strategies recommended by Lippincott & Margulies. In addition, a complete marketing graphic system was developed that gave The Money Service a distinctive, highly promotable and saleable platform, allowing the Nebraska association to take a strong position in the United States among financial institutions capitalizing on EFT programs.

Perhaps most visible among The Money Service's array of marketing elements is the plastic card designed to accommodate individual signatures for participating firms using the TMS program. This creates, in effect, a national card system while, at the same time, clearly identifying local financial institutions. Along with the plastic card, a complete selection of marketing items—point-of-purchase displays, decals, counter-top posters, booklets, stationery, business forms—was designed and integrated into the total marketing program by Lippincott & Margulies.

The communications program of TMS includes a comprehensive advertising campaign for The Money Service and other EFT programs. The campaign, developed with the consultation of Lippincott & Margulies, consisted of 24 television and radio commercials and a series of newspaper advertisements, all used to heavily promote this service of the future.

The totality of Lippincott & Margulies' involvement with TMS Corporation in developing The Money Service has been rewarded by the success of the service across the country. Our work covered a wide range of activities—market research; attitudinal studies; graphic design; marketing strategy; advertising consultation; promotion. The competition will remain intense in the new field of EFT for years to come, but The Money Service is firmly established and enjoys a particularly strong marketing position.

A great variety of marketing elements for The Money Service was designed and integrated into a total marketing system by Lippincott & Margulies.


the Money service™
the Money service™
Press
Information
Offering of service
in Fremont, Wahoo,
Council Bluffs,
and the
Omaha area.
the Money service
the Money service™
Open an
account here.
the Money service
FIRST
FEDERAL
LINCOLN
The people
who help
people save

Readers of this issue will find the following of special interest:

Sense 75
That Tender Age

The take-over of companies through tender offers is explored in detail, along with the role that an effective corporate identification program serves in defending against unfriendly offers.

Sense 73
Environmental Marketing Design:
The New Discipline For Heating Up Sales

Marketing's newest professional discipline is explained, with six detailed case histories, in this L&M survey of how innovative businessmen nationwide are working to increase sales by creating total selling environments.

Sense 72
Closing The Image Gap

How a well-executed corporate identity program can provide a distinct competitive edge and save communications dollars. A detailed account of the importance and benefits of FMC's new corporate identity program. Also, thumbnail case histories of American Express, United Technologies, Pizza Hut, NBC Bicentennial, Handy Andy, RainierBank.

Sense 71
Communicating Credibility to Financial Audiences

When credibility plunges, P/E ratios suffer and problems multiply. What is the answer? Are the customary public relations techniques sufficient, or is a new approach needed, one that comprehends a company's total stance and positioning? An informative essay is bolstered by personal interviews with leading financial authorities.

Copies may be obtained from the following office:

Sense Magazine
Lippincott & Margulies, Inc.
277 Park Avenue
New York, New York 10017

No part of this periodical may be reproduced without written consent: Lippincott & Margulies, Inc. 1976

L+M

Lippincott & Margulies, Inc.
277 Park Avenue, New York, N.Y. 10017
(212) 832-3000
Consultants in Communications, Marketing, Design
Corporate Communications Planning
Financial Communications Planning
Corporate Identification Systems
Environmental Marketing Design
Store Planning
Market Planning
Market Research
Name Development
New Product Development
Package Planning and Design
Product Planning and Design

PRINTED IN U.S.